

New Bedford Whaling National Historical Park

ANNUAL PERFORMANCE PLAN



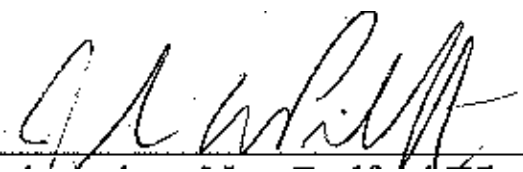
FY2001

October 1, 2000 – September 30, 2001

NATIONAL PARK SERVICE - EXPERIENCE YOUR AMERICA

ANNUAL PERFORMANCE PLAN
for
NEW BEDFORD WHALING NATIONAL HISTORICAL PARK
FISCAL YEAR 2001
(October 1, 2000 - September 30, 2001)

Approved by:



Superintendent, New Bedford Whaling NHP

12/17/00

Date

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I. INTRODUCTION and OVERVIEW

About This Plan

This is the Annual Performance Plan (APP) for New Bedford Whaling National Historical Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. It covers Federal Fiscal Year (FY) 2001 October 1, 2000 – September 30, 2001, one year of our FY 2001 – 2005 Strategic Plan period. This Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and the quantified, measurable long-term goals from our Strategic Plan. The focus in this Plan is on our annual goals and what we plan to accomplish this fiscal year.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by writing park headquarters at 33 William Street, New Bedford, MA 02740. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at www.nps.gov/nebe/planning.

Each annual goal is results- or outcome-oriented, objective, quantified and measurable, with performance measures built into each goal statement. A “Strategies” section describes the organization, facilities, and financial resources available to achieve the plan’s goals. The “Key External Factors” shows those things that may positively or negatively affect goal achievement. Each goal has one or more explanatory paragraphs that gives background to help the reader understand the goal and how it will be accomplished and measured. After these goal explanations, there is an overview of how results will be measured. We have included a list of those who prepared this Plan and who we consulted with in its development.

In addition to this Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

New Bedford Whaling National Historical Park

New Bedford Whaling National Historical Park (NHP) is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. The park was created through the Omnibus Parks and Public Lands Management Act of 1996 (Public Law 104-533, Sec. 511). New Bedford Whaling NHP encompasses 34 acres spread over 13 city blocks, including the New Bedford Historic District, a National Historic Landmark district. The schooner *Ernestina*, a National Historic Landmark berthed at State Pier on the waterfront, is considered to be within the park. The National Park Service may also assist in preserving and interpreting several properties integral to the park but outside its boundary: the southwest corner of State Pier, Waterfront Park, the Wharfinger Building, the Bourne Counting House, and the Rotch-Jones-Duff House and Garden Museum.

The park boundary embraces more than 70 properties, most of which are historic structures in private ownership. Some are owned and managed by other government agencies. Most of the sites named in the park's enabling legislation that are outside the park boundary are located

within the designated port area (DPA) on the waterfront. They are subject to local and state land-use regulations, including specific DPA provisions intended to preserve and promote maritime industries.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of more than 380 park units located in nearly every state and territory of the nation. The NPS not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. The NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current NPS *Strategic Plan* is available for review at New Bedford Whaling NHP. It is also available on the Internet at www.nps.gov/planning.

As part of its GPRA implementation process and to meet the requirements of Public Law 105-391, Sec. 104, each NPS area, program, and office is responsible for developing and submitting their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "*performance management revolution*" already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

II. MISSION

New Bedford Whaling National Historical Park helps to preserve, protect, and interpret certain districts, structures, and artifacts that are associated with the history of whaling and related social, economic, and environmental themes for the benefit and inspiration of this and future generations. These efforts will be undertaken in partnership with the city of New Bedford, local and regional institutions, and the Inupiat Heritage Center in Barrow, Alaska.

III. STRATEGIES: ACCOMPLISHING GOALS

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent John Piltzecker leads the New Bedford Whaling National Historical Park staff. The staff is organized into 3 operating divisions: Resource Stewardship and Partnerships, Resource Education and Interpretation, and Administrative Support and Accountability. Staff expertise and specialties include: 1 Superintendent, 1 Deputy Superintendent, 1 Park Ranger (permanent), 1 Administrative Program Specialist, 1 Community Planner/Partnership Development Specialist, and 1 Historical Architect/Preservation Specialist. There is 1 Student Career Employment Program (SCEP) Park Ranger and on occasion there can be 1-2 Student Temporary Employment Program (STEP) Park Rangers. There are no NPS maintenance or law enforcement personnel on staff at the park. Janitorial and basic maintenance services are completed by contract with the Opportunity Center. Law enforcement within the boundaries of the park is provided by the City of New Bedford. Our staff will be supplemented and/or supported by assistance or expertise from other NPS parks and central offices for various projects and functions.

Facilities

New Bedford Whaling National Historical Park is a partnership park with limited property in federal ownership. The National Park Service received ownership of the "Old Bank" Building at 33 William Street in April 2000. Once a bank and a courthouse, this building was also a club headquarters, the Wellington Shirt Factory, a candy factory, Johnson's Auto Parts store and machine shop, and an antique store before New Bedford Institution for Savings reacquired it in 1978. For 14 years it served its original purpose. Then, in 1994, then-owner Fleet Bank donated the old bank to the Waterfront Historic Area League (WHALE), who in turn presented it to the National Park Service for use as the visitor center for New Bedford Whaling National Historical Park. Between 1999 and 2001, the National Park Service undertook a comprehensive rehabilitation of the building. The brownstone facade was repaired, orientation exhibits were installed, the original metal roofing was restored, a fire suppression system and accessible entrance were installed, and after careful paint analysis the color scheme of the 1870s was restored to the main room.

In addition to the visitor center, the park includes the New Bedford Historic District, a National Historic Landmark district. In total the park encompasses approximately 13 city blocks within 34 acres. Within this boundary there are over 70 properties, the vast majority of which include historic structures that contribute to the park's historic fabric and are held in private ownership. Properties open to the public include the New Bedford Whaling Museum and the Seamen's Bethel. The Custom House is federally owned and managed by the General Services Administration. The NPS leases two offices in the Custom House. The Schooner *Ernestina* is owned and maintained by the Commonwealth of Massachusetts, Department of Environmental Management. The city of New Bedford owns and operates the Elm Street Garage and Custom House Square and is responsible for maintaining the streets, lighting and other public infrastructure within the park.

In addition the NPS is authorized to assist in the interpretation and preservation of a number of specific sites named in the parks enabling legislation that are located outside the physical boundary of the park but for all intents and purposes are considered to be part of the park. These include the southwest corner of State Pier; Waterfront Park (located to the south of State Pier); the Warfanger Building; the Bourne Counting House; and the Rotch-Jones-Duff House and Garden Museum.

Inupiat Heritage Center - Over the last half of the 1800s, many New Bedford whaling vessels voyaged to the North Slope of Alaska, often wintering over to participate in the spring whaling season. Some New Bedford whalers may have settled in Arctic villages, and some North Slope residents trace their ancestry to the "Yankee Whalers." The Inupiat people of the North Slope still practice subsistence whaling.

The Inupiat Heritage Center in Barrow, opened in 1999, preserves the language and knowledge of these native people and promotes the collection, preservation, and exhibition of materials significant to their traditional culture and history. The center is legislatively associated with the park. It features an exhibit produced by the park in collaboration with the New Bedford Whaling Museum and the New Bedford Free Public Library. The park and its partners work with the center to develop collaborative programs.

Financial Resources

\$ 103,000 for Resource Preservation and Management - An integral part of the National Park Service (NPS) mission is to preserve and protect the nation's historical and cultural resources. New Bedford Whaling National Historical Park (NHP) was established in 1996 in order to "preserve for the benefit and inspiration of the people of the United States as a national historical park certain districts, structures, and relics...associated with the history of whaling and related social, environmental and economic themes." Knowledge about the condition of historical and cultural resources is crucial to managing them well. By inventorying, and evaluating its resources, the NPS establishes a basis for resource accountability, preservation and interpretation. For Fiscal Year 2000 New Bedford Whaling NHP has allocated appropriated moneys for the following resource preservation activities:

- Implementation of a Collections Management Forum
- Completion of a Resource Management Plan

- Redesigning and reprinting the New Bedford Historic District Design Guidelines
- Providing public access to Historic District archives
- Park staff with principal duties in resource stewardship and partnership development
- Providing technical and staff assistance to the New Bedford Historical Commission
- Preservation assistance to park partners (curatorial, landscapes, buildings)
- Conducting ethnographic research (Places of Whaling Oral History Project)

\$ 171,000 to Address Visitor Services - National Park Service areas have long been a favorite and inexpensive destination for millions of Americans as well as people from around the world. In fulfillment of the NPS mission to make America's National Park Service sites available for public enjoyment and inspiration, New Bedford Whaling NHP has allocated appropriated moneys for the following visitor service and education activities:

- Support for partner events and programs
- Park publications and website (e.g. *The Toggle Iron*)
- Public events/programs (e.g., Thursday Evening in the Park, weekend programming)
- Volunteer in the Parks (VIP) program
- *Portraits of a Port* and *Melville and Multiculturalism* Summer teacher institutes
- Teen Art Coalition program
- Installation of NPS temporary exhibits in the park visitor center
- Implementation of a parking plan
- Park staff with principal duties in resource education and visitor services

\$ 136,000 for Facility Operations and Maintenance - The physical inventory of the NPS contains approximately 16,000 permanent structures, 8,000 miles of roads, 1,500 bridges and tunnels, 5,000 housing units, 1,500 water and wastewater systems, 200 radio systems, over 400 dams, and more than 200 solid waste operations. At New Bedford Whaling NHP, property ownership will be minimal and currently consists of the park's visitor center at 33 William Street. The park visitor center was closed for a major preservation and rehabilitation project through most of 1999. The park leased temporary space during this time period. The visitor center will reopen to the public in January, 2000. New Bedford Whaling NHP has allocated appropriated moneys for the following facility operations and maintenance activities:

- Leasing temporary space for the visitor center
- Visitor center utilities and improvements
- Janitorial services
- Security and fire protection
- Implementation of a cyclic maintenance program
- Implementation of a park safety program
- Park staff with principal duties in resource stewardship and partnerships
- Park staff with principal duties in administrative support and accountability

\$ 115,000 for Park Administration - The operation of the New Bedford Whaling NHP includes providing effective resource stewardship and visitor services to the approximately 220,000 annual visitors to the park area. Onsite management overview and support functions are carried out by the park Superintendent and the Administrative Program Specialist. Financial and budget administration, personnel recruitment, staffing, and employee relations; small purchases, formal

contracting and property management; and other related activities are currently completed by the park, with assistance by other area parks and the NPS Boston Support Office. The complex partnership nature of the park involves a great deal of time and attention from the park staff. New Bedford Whaling NHP has allocated appropriated moneys for the following park administration activities:

- Park management
- Overhead costs (supplies, vehicles, postage, etc.)

\$ 3,000 Mandatory Agency Assessments (Estimate) - The portion of funds removed from the park's budget by the agency for a national program need or fund (i.e. park ranger uniform costs).

In addition to the \$528,000 appropriation, the park has received \$1,351,500 in Project and Line Item Construction program funding from the NPS. These project moneys support the following:

\$ 800,000 for Phase II Rehabilitation of the Park Visitor Center - The park Visitor Center, formerly known as the "New Bedford Institute for Savings" (NBIS), is a one-story structure with a brownstone front. It is illustrative of the 19th century architectural features found in the commercial districts of major New England seaports of that era. The rehabilitation project is slated for completion during the Spring of 2000. The money allocated for Phase II of the project through the NPS Line Item Construction Program will provide:

- Selective brownstone replacement on exterior
- Construction of handicapped accessible restrooms on first floor
- Construction of handicapped accessible ramp into the building
- Installation of a fire detection and suppression system
- Interior painting and rehabilitation

\$ 400,000 for the Production of a Multi-Image Audiovisual Presentation for Park Visitors - The source of funding for this project is the 20% Recreational Fee Demonstration Program. Funds will produce a multi-image audiovisual orientation program illustrating the history of American whaling. This free program will be housed at the New Bedford Whaling Museum in the heart of the national historical park. This project will consist of planning, production, and re-adaptation of the existing auditorium.

\$ 100,000 for the Design and Installation of Visitor Center Exhibits - The source of funding for this project is the 20% Recreational Fee Demonstration Program. Funds will provide for the design and installation of visitor center exhibits which will describe what resources are included in the park, explain the partnership management approach to the park, and introduce visitors to the park's themes.

\$ 28,000 for Re-housing of the New Bedford Historic District Archives – NPS Museum Collections Preservation Program funds will be used to re-house the historic district archival collection that is currently scattered among several locations within the city. The historic district archives are at risk due to inconsistency in organization, lack of access, poor storage, and lack of security. This project is based on the recommendations of the park's Collections Management Plan, completed by the NPS Northeast Museum Services Center in 2000.

\$ 10,000 for Redesign and Rehabilitation of Teller Cage for Visitor Center Information Desk - The source of funding for this project is the 20% Recreational Fee Demonstration Program. Funds will redesign and rehabilitate a teller cage constructed in the late 1970's in the main bank room of the building that is now used as the visitor center for the park. The redesign of the teller cage for a visitor information desk is essential for the development of visitor and interpretive services provided by the NPS.

\$ 10,000 for the Production and Printing of Educational Materials – A *Parks as Classrooms* grant will support the production and printing of educational materials for the National Park Service component of *Melville and Multiculturalism: Teaching and Learning About Literature Amid Historic Sites*. The four-week teacher institute will be sponsored by the New Bedford Whaling Museum and various local and national partners. Partners in the institute will include – New Bedford Whaling NHP, the New Bedford Public Schools, the University of Massachusetts-Dartmouth, the Melville Society, and Mystic Seaport Museum. This is a particularly auspicious year for such an Institute, as New Bedford is planning many special events to celebrate the sesquicentennial of the publication of Moby-Dick in 1851. Institute faculty will be comprised of noted Melville scholars, guest lecturers conversant with local history, and experienced site consultants.

\$ 6,000 for the *Portraits of a Port* Summer Teacher Institute – A *Parks as Classrooms* grant will support the *Portraits of a Port* -a one-week teacher institute that will be sponsored jointly by the New Bedford Whaling Museum, New Bedford Whaling National Historical Park, Schooner *Ernestina*, and many other local partners. Approximately 25 teachers will be drawn from the Greater New Bedford area, focusing on grades 5-12 (approximately 600 students per year). At this institute, participants will examine two centuries of New Bedford history - expand their teaching techniques and strategies through the use of primary historic resources and lectures - learn how to implement History/Social Science Frameworks of the Massachusetts Department of Education; and to produce student learning activities and course units for use in the classroom.

\$ 1,500 for Volunteer in the Parks Program Support - The NPS Northeast Region has provided funds to support the park's volunteer program. New Bedford Whaling NHP is indeed lucky to have the support of a devoted group of 78 volunteers who provide a variety of services for our visitors. From walking tours to recommending places to see, our volunteers provide exceptional service.

IV. KEY EXTERNAL FACTORS

Intergovernmental Relationships - The primary steward of the physical infrastructure, such as streets and sidewalks, within New Bedford Whaling National Historical Park is the City of New Bedford. The upkeep of the physical assets of the park is primarily at the discretion of the mayoral administration with the concurrence of the city council. The appointment of a National Park Service representative to the New Bedford Historical Commission currently expires in 2003. Therefore, the NPS is in danger of having no voice on important resource matters that go before the commission beyond 2003. Park staff must work with the City of New Bedford to establish a permanent NPS presence on the NBHC.

Non-Profit Relationships - The operation of New Bedford Whaling National Historical Park relies heavily on collaborative efforts and partnerships with a myriad of institutions. Most of the institutions the park works with are non-profit entities. The support for the park mission and

goals received from these partners is dependent upon the vision and direction established by the respective boards of directors.

V. GOALS

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories. Long-term goals, developed for each Strategic Plan period, move us toward mission goals. Annual goals (in the next section) are the current year's increments toward achieving long-term goals, and are listed by Goal Category and Long-term Goal. Please see our Strategic Plan for more details on our mission, mission goals.

Below are the New Bedford Whaling National Historical Park's annual goals for fiscal year FY2001. The numbering sequence follows that of the NPS Strategic plan. Goal numbers may not be consecutive - where numbers are left out, there was no local goal matching the NPS goal. **Annual goals are in bold type.**

Goal Category I Preserve Park Resources

Park Long Term Goal 1a5 - Historic Structures

By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures at the end of fiscal year 1999 are in good condition.

By September 30, 2001, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures at the end of fiscal year 1999 are in good condition.

The List of Classified Structures (LSC) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. Structures on the LCS are primarily owned or operated by the NPS. The only structure from New Bedford Whaling NHP that will be included on the LCS is the park visitor center (New Bedford Institution for Savings). "Good" condition means structures and their significant features need only routine repairs or cyclic maintenance.

Park Long Term Goal 1a6 - Historic District Archival Collections

By September 30, 2005, 28 (50%) of 56 applicable preservation and protection standards for New Bedford Whaling NHP historic district archival collections are met.

By September 30, 2001, 17 (34%) of 56 applicable preservation and protection standards for New Bedford Whaling NHP historic district archival collections are met.

The NPS received ownership of the former New Bedford Institution for Savings building in April 2000. The building includes a vault that will be used to house the archives of the

NBHC. In FY 1999, an NPS *Checklist for Preservation and Protection of Museum Collections* was completed for the vault. The *Checklist* identifies the environmental, security, and fire protection conditions necessary to preserve and protect museum objects. The *Checklist* for the vault found only 27% of the preservation and protection standards are currently being met. In order to rectify this problem and prepare the area for the archives, the park is scheduled to receive funding in FY 2001 to upgrade the conditions and re-house the historic district archives in the vault area.

Park Long Term Goal 1b2C - Historic Structures Baseline (List of Classified Structures)

By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 have updated information.

By September 30, 2001, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 have updated information.

The List of Classified Structures (LSC) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. The only structure from New Bedford Whaling NHP that is included on the LCS is the park visitor center. The park's Historical Architect will coordinate the update of all LCS database information.

Park Long Term Goal 1b2E - Ethnographic Resources Baseline

By September 30, 2005, the number of New Bedford Whaling NHP ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resource Inventory (ERI) is increased from 0 in FY 1999 to 12.

No ERI data entry expected until FY 02.

In FY 1999 the park completed an oral history project on a small and aging population of whalers and whaling families from New Bedford and brought to light previously untold stories of African-American, Cape Verdean, West Indian, Native American, and Azorean whaling families. As a result, a number of local places of significance to the whaling community were identified. These "places of whaling" include social clubs, outfitting stores, cordage and whale oil refinery businesses, boarding houses, places of worship, cemeteries, and schools. This project has begun to gather oral history interviews and photo-documentation to interpret the places associated with the whaling era in the neighborhoods throughout the City of New Bedford. The project will be completed during FY 2001 and data from these sources will be entered into the Ethnographic Resource Inventory (ERI) beginning in FY 2002.

Goal Category II Provide for the Public Enjoyment of Parks

Park Long Term Goal IIa1 - Visitor Satisfaction

By September 30, 2005, 95% of visitors to New Bedford Whaling NHP are satisfied with appropriate park facilities, visitor services, and recreational opportunities.

By September 30, 2001, 95% of visitors to New Bedford Whaling NHP are satisfied with appropriate park facilities, visitor services, and recreational opportunities.

NPS visitor evaluations of park facilities (restrooms, visitor centers, etc.), visitor services (park maps, brochures, exhibits, commercial services, etc.), and recreational opportunities (sightseeing, outdoor recreation, and learning about history, etc.) are important and useful for measuring and improving visitor satisfaction. Visitor feedback comes from visitor surveys, such as the recently implemented visitor survey card (VSC) program. New Bedford Whaling NHP first completed the survey during the summer of 1999 which established the park's baseline for this goal at 90% satisfaction.

Park Long Term Goal IIa2 - Visitor Safety

By September 30, 2005, the visitor accident and incident rate at New Bedford Whaling NHP is maintained at 0.

By September 30, 2001, the visitor accident and incident rate at New Bedford Whaling NHP is maintained at 0.

A visitor accident/incident is an accidental event or incident that affects a non-NPS employee, volunteer, cooperator or contractor that meets the following criteria:

- Results in serious injury, illness or death.
- Involves the direct use of, or interaction with, park facilities, roads, waters or resources
- "Serious injury or illness" requires treatment at a medical facility.

Park Long Term Goal IIb1 - Visitor Understanding and Appreciation

By September 30, 2005, 86% of on-site park visitors surveyed can identify the significance of New Bedford Whaling National Historical Park.

By September 30, 2001, 77% of on-site park visitors surveyed can identify the significance of New Bedford Whaling National Historical Park.

This goal measures visitors' comprehension of park resources and history. A visitor's park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. All park efforts to provide visitors information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park. Measurement of visitor understanding feedback comes from the visitor survey card program. New Bedford Whaling NHP first completed the survey during the summer of 1999 and established the park's baseline for this goal at 67% understanding.

Goal Category IV Ensuring Organizational Effectiveness

Park Long Term Goal IVa3A - Performance Plans Linked to Goals

By September 30, 2005 100% of New Bedford Whaling NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2001 100% of New Bedford Whaling NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Every NPS employee is required to have an Employee Performance Plan and Results Report (Form DI-2002). Each employee's performance plan will have individual performance goals tied to the NPS mission or organizational outcomes. Employees will receive two formal appraisals per year and periodic informal appraisals.

Park Long Term Goal IVa4A - Workforce Diversity (Permanent Positions)

By September 30, 2005, the number of New Bedford Whaling NHP permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 2 at the end FY 1999 to 3.

By September 30, 2001, the number of New Bedford Whaling NHP permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is maintained at the FY 1999 level.

The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in the targeted occupational series. When permanent positions become available the park will aggressively recruit a diverse applicant pool by working with the University of Massachusetts-Dartmouth Office of Minority Affairs and utilizing the Student Career Experience Program (SCEP).

Park Long Term Goal IVa4B - Workforce Diversity (Seasonal Positions)

By September 30, 2005, the total number of New Bedford Whaling NHP temporary/seasonal positions annually filled by underrepresented groups is increased from 1 in FY 1999 to 2.

By September 30, 2001, the total number of New Bedford Whaling NHP temporary/seasonal positions annually filled by underrepresented groups is maintained at the FY 1999 level.

The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in the targeted occupational series. When seasonal positions become available the park will aggressively recruit a diverse applicant pool by working with the University of Massachusetts-Dartmouth Office of Minority Affairs and utilizing the Student Career Experience Program (STEP).

Park Long Term Goal IVa04 - Workforce Diversity -Disabilities

By September 30, 2005, New Bedford Whaling NHP continues to provide employment opportunities for individuals with disabilities through contracted services.

By September 30, 2001, New Bedford Whaling NHP continues to provide employment opportunities for individuals with disabilities through contracted services.

Due to its small staff size and budget New Bedford Whaling NHP contracts out its maintenance and janitorial functions. The park currently uses the Opportunity Center to provide daily clean up and snow removal, etc of all park-owned facilities. The Opportunity Center employs people with disabilities who work throughout the area at a number of facilities.

Park Long Term Goal IVa6A - Employee Safety- Lost-time Injury Rate

By September 30, 2005, the number of New Bedford Whaling NHP employee lost-time injuries is maintained at the FY 1998-1999 average of 0.

By September 30, 2001, the number of New Bedford Whaling NHP employee lost-time injuries is maintained at the FY 1998-1999 average of 0.

Each year the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day. New Bedford Whaling NHP has established a Safety Committee made up of park staff and volunteers. This committee is charged with bringing to the attention of management any unsafe work conditions or practices.

Park Long Term Goal IVa6A - Employee Safety- Continuation of Pay Hours

By September 30, 2005, the number of New Bedford Whaling NHP hours of Continuation of Pay is maintained at 0.

By September 30, 2001, the number of New Bedford Whaling NHP hours of Continuation of Pay is maintained at 0.

Continuation-of-Pay (COP) hours are the result of employees missing work due to on the job injuries or illnesses and are coded as COP on the timekeeping records. New Bedford Whaling NHP has established a Safety Committee made up of park staff and volunteers. This committee is charged with bringing to the attention of management any unsafe work conditions or practices. COP hours will be tracked by the Safety Committee.

Park Long Term Goal IVb1 - Volunteer Hours

By September 30, 2005, number of New Bedford Whaling NHP volunteer hours is increased to 15,550 hours.

By September 30, 2001, number of New Bedford Whaling NHP volunteer hours is increased to 15,350 hours.

National Park Service volunteers provide a wide range of assistance, from maintenance to interpretation, to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the National Park

Service to accept and use voluntary help in ways mutually beneficial to parks and the volunteers. New Bedford Whaling NHP is fortunate to have over 70 volunteers who assist with park operations on a daily basis.

Park Long Term Goal IVb2A - Cash Donations and Grants

By September 30, 2005, cash donations and cash grants received by the park or its partners for partnership related projects is increased from \$58,000 in FY 1999 to \$78,000 (25%).

By September 30, 2001, cash donations and cash grants received by the park or its partners for partnership related projects is increased from \$58,000 in FY 1999 to \$62,000 (7%).

This goal increases the dollar amount of support received by the National Park Service in donations and grants from the National Park Foundation, friends groups, cooperating associations, and other public and private sources. An increase in donations from these sources will enhance the ability of the NPS to operate parks and manage programs. Park staff will work extensively with its partner institutions to obtain non-appropriated funds that benefit the park and the purposes for which it was established.

Park Long Term Goal IVb2C - Cooperating Associations

By September 30, 2005, the cash value of in-kind donations, grants and services to New Bedford Whaling NHP from Eastern National is increased by 35% (from \$600 to \$850).

By September 30, 2001, the cash value of in-kind donations, grants and services to New Bedford Whaling NHP from Eastern National is increased from \$600 to \$650.

Eastern National, the park's cooperating association provides quality educational products and services to America's national parks and other public trusts. The park operates an Eastern National bookstore in the park visitor center.

Park Long Term Goal IVbX - Park Partnerships

By September 30, 2005, the number of projects satisfactorily completed under formal agreement that assist New Bedford Whaling NHP partners in protecting the resources or serving visitors is increased by 70% (from 3 to 10).

By September 30, 2001, the number of projects satisfactorily completed under formal agreement that assist New Bedford Whaling NHP partners in protecting the resources or serving visitors is maintained at 3 to 10.

This goal measures the technical assistance and support given by NPS staff for activities that promote the mission of the park to protect, preserve, and interpret the resources related to the 19th century whaling era. Assistance can range from providing interpretive training, exhibit design and fabrication, preservation training, grant advice, to an expenditure of park funds for a partner project. Formal agreements are written documents that provide clear guidance to both parties

VI. MEASURING RESULTS

To assist the National Park Service in complying with the Government Performance and Results Act (GPRA), an annual visitor survey is conducted in units of the National Park System. This survey was developed to measure each park unit's performance related to NPS GPRA Goals IIa1 (visitor satisfaction) and IIb1 (visitor understanding and appreciation). The park conducts the visitor survey every July.

The park will also utilize Northeast Region Accountability Program (ACT) that measures the implementation of "best practices" in all aspects of park operations and the park integrates goal tracking in its quarterly staff budget meetings and bi-annual individual performance reviews.

This Strategic Plan will be reviewed annually and minor adjustments may be made based on annual performance achievement. The Strategic Plan will also need to be reviewed and revised at least every three years as required by NPS policy.

VII. ANNUAL PERFORMANCE PLAN PREPARERS

John Piltzecker, Superintendent

Mike Caldwell, Deputy Superintendent (GPRA Coordinator)

APPENDIX A – SUMMARY OF PRIMARY FY 2001 PROJECTS

General Management Plan – File a record of decision on the park's GMP in the winter of 2001 and publish the final General Management Plan for distribution. The record of decision is contingent upon the signing of a cooperative agreement between the NPS and the City.

Visitor Center Rehabilitation – Complete the remaining phases of the line-item construction project including selective brownstone replacement on the exterior and an access ramp into the building. Resume operations, maintenance services, and develop a cyclic maintenance program.

Audio-Visual Orientation – Complete the majority of the 20% fee demo project in anticipation of a spring 2002 premier. Oversee research, script development, production and technical needs.

Corson Building – Begin a process that will lead to the successful redevelopment of the Corson Building to serve as an education and public program facility for the park and its partners.

Route 18 – Serve as a member of the Route 18 planning team responsible for design solutions that will preserve and restore cultural landscapes within the park and reconnect the New Bedford waterfront with the historical park. Route 18 runs through the park's eastern boundary.

150th Anniversary of the Publication of *Moby-Dick* – A *Parks as Classrooms* grant will support the development of educational materials for *Melville and Multiculturalism: Teaching and Learning About Literature Amid Historic Sites*. Partners in this four-week teacher institute will include the New Bedford Whaling Museum, the Melville Society, and Mystic Seaport Museum.

Places of Whaling Oral History Project – Complete oral histories and photo documentation of the "places of whaling" and publish findings. Continue outreach into New Bedford neighborhoods.

Traveler Information Radio Station – Complete the installation of a TIS radio station along Interstate 195 in New Bedford. The station will provide directions, attraction information and special events, which would repeat in a continuous broadcast.

Re-Housing of Historic District Archives – The historic district archives collection is currently scattered among several locations within the city and is at risk due to inconsistency in organization, inaccessibility, poor storage and lack of security. The archives will be re-housed at the park visitor center with funds from the NPS Museum Collections Preservation Program.

Collections Management Forum – The NPS will convene and facilitate a collections management forum that will assemble park partners on a regular basis to discuss cooperative strategies and coordinated activities related to the care and use of park related collections.

Friends Group - There is no group that advocates solely for the interests of the park. A friends group will be established to assist the park in meeting programming and visitor service goals.

Arctic Collection Cataloguing – The National Park Service in collaboration with the New Bedford Whaling Museum will catalogue and develop a web-based exhibit of over 600 Native Alaskan artifacts and photographs that related directly to the history of American whaling in Barrow, Alaska. This project is to be coordinated out of the Northeast Museum Services Center.